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Designed with Purpose

McCarthy Tétrault's new **Vancouver and Québec City offices** boast innovative design

McCarthy Tétrault

Connect

Alumni Newsletter – Issue 3 – November 2016

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David Leonard
Chief Executive Officer

Welcome to McCarthy Tétrault Connect

Welcome to the third issue of McCarthy Tétrault Connect, an annual newsletter for alumni, lawyers and friends of the firm. In this newsletter, you will find updates on colleagues and friends, news about the firm’s recent activities and highlights from our alumni network.

We are proud of our alumni and their exceptional achievements. In this newsletter, you will find details of the five remarkable alumni who were honoured with Awards of Excellence at the Canadian Corporate Counsel Awards. We are also proud to celebrate with Marc-André Blanchard, our former CEO and Canada’s current UN ambassador, who received the Marcel Côté Award for Leadership in Public Policy from Canada’s Public Policy Forum. It has been an exciting year at McCarthy Tétrault. We have continued to leverage our collaborative, national platform to achieve the best results for our clients—including alumni—on many complex transactions and cases. This year, our national team of lawyers advised Enbridge on its merger agreement with Spectra Energy—the largest foreign acquisition ever completed by a Canadian company. In litigation, our IP team concluded a 20-plus-year dispute with an award of \$180 million in damages for our client Merck—the largest patent award ever granted in Canada. Many more of our projects are illustrated in our new online project map.

We have continued our commitment to community engagement with a number of *pro bono* and charitable initiatives. Following the devastating Fort McMurray wildfire in May, the McCarthy Tétrault Foundation donated \$75,000 to the Canadian Red Cross’ Alberta Fire Appeal. And in July, we launched a mentorship program in collaboration with the Martin Aboriginal Education Initiative (Martin Family Initiative), a not-for-profit that aims to improve elementary and secondary school education outcomes for Aboriginal Canadians. Our Indigenous Legal Mentoring Program will provide mentorship and guidance to Aboriginal youth who are interested in legal education and careers.

Finally, our Vancouver and Québec City offices have settled in to their beautiful new facilities. In June, our alumni had a front row seat at the grand opening of the Vancouver premises. Last but not least, our electronic “Insider Series”, which delivers curated content to your inbox, has continued to gather subscribers. If you’re not already receiving it, we invite you to sign up at www.mccarthy.ca/alumni.aspx.

We hope you enjoy this newsletter and that it facilitates your connections with us and with each other. Welcome!

McCarthy Tétrault

Connect

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Tastes Great!

Food services at McCarthy Tétrault has undergone many changes over the decades, the latest of which has been a great success.



Raising Awareness

CBA past president Michele Hollins talks about the importance of raising awareness for mental health issues in the legal industry.



Clean Power

Kristyn Annis has built a career in the energy sector with a focus on bringing about cleaner, renewable energy.



Awarding Excellence

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Five McCarthy Tétrault alumni were honoured by the CCCA Ontario Chapter this year with the Award of Excellence.

Tech and the Law

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Philippe Boivin discusses how curiosity and a diversified legal background helps him better practice tech and IP law.

A World of Expertise

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A new interactive digital map illustrates McCarthy Tétrault’s numerous projects around the globe.

Answering Bell's call

Passions for negotiating win-wins and fostering team excellence ring loud and clear from this Bell Canada exec.

Over more than 25 years and across multiple subsidiaries, Martine Turcotte has built an extraordinary career at telecommunications and media giant Bell Canada Enterprises Inc. An accomplished leader, Turcotte was the first woman to be named chief legal officer at Bell and the youngest to join its executive team. She became vice chair, Québec, in 2013.

Although she spent only two years at McCarthy Tétrault, from 1984 to 1986, Turcotte says it gave her the grounding she needed to answer the call when exciting opportunities came at Bell Canada.

"I was very young when I went into law, so I didn't know exactly what I wanted to do. McCarthy Tétrault allowed me to work alongside great lawyers, many of whom ended up as judges. The training was fabulous."

She fondly remembers learning from partners **Gérald Tremblay** ("He had the gravitas of a great litigation lawyer, but was always respectful of his opposition.") and **Michael Dennis** ("He pushed my thinking. He was a problem solver, and pushed me to come up with solutions in negotiations.").

McCarthy Tétrault also gave her exposure to other aspects of law that she may otherwise have avoided—namely litigation—but that she says served her well as legal counsel.

Turcotte left the firm to complete an MBA at the London

School of Business in England, following which she returned to law when an opportunity as counsel opened up at Bell. Just a year later she was senior counsel.

Despite her success, the law was not Turcotte's first ambition. Her love for the films of renowned oceanographer and conservationist Jacques Cousteau inspired dreams of a marine biology career. She worked in chemistry labs while studying science, but switched gears early on. "I realized that 90 percent of my work was not going to be like my hero, Jacques. I was instead going to be stuck inside four walls."

A poignant discussion with her father led her to become the first in her family to pursue a legal career. "He said, 'It can lead to journalism, to politics... And you love to argue.'" And he was right.

Law propelled her career at Bell into a business-focused one. In her current role, Turcotte is responsible for driving all of Bell's business, government and community investments in Québec. It taps her array of experiences throughout the company, her negotiation and legal expertise, and requires a diplomatic touch. There's no formula, and little in the way of a formal job description. "I was basically given a blank page to do what was needed to succeed."

Turcotte has proven that she can successfully mentor leaders that will continue to grow Bell's business, evidenced by the fact that her former team members are now executives at BCE subsidiaries. While her job is about finding the win-win for Bell and its partners, what she's proudest of are those up-and-coming lawyers she has discovered and mentored.

"You can be proud of deals, but at the end of the day a deal is a deal," she says. "The legacy you leave behind is the team."

Martine Turcotte
Vice Chair, Québec,
Bell Canada Enterprises Inc.
Montréal

CANADIAN CORPORATE COUNSEL ASSOCIATION ("CCCA") ONTARIO CHAPTER ANNUAL DINNER - JUNE 7, 2016

This year, the Canadian Corporate Counsel Association honoured 12 remarkable individuals with the Award of Excellence, five of whom are McCarthy Tétrault alumni:

- **Françoise Guénette**, Senior Vice President and Secretary, Legal and Corporate Services at Intact Financial Corp.
- **Bram Abramson**, Chief Legal & Regulatory Officer at TekSavvy Solutions Inc.
- **Kristyn Annis**, General Counsel at JCM Capital
- **Frédéric Cotnoir**, Senior Vice President, Legal Services at Intact Financial Corp.
- **Matthew Snell**, General Counsel and Secretary at IBM Canada



A selection of recent Moves and Announcements

Laurie Baptiste (Calgary 2012 – 2016), has joined the Alberta Securities Commission as Senior Legal Counsel in the General Counsel's Office.

Frédéric Cotnoir (Montréal 2004-2016) moved to Intact Financial in January.

Waleed Elgohary (Toronto 2010-2013) is Principal, Private Investments at the Canadian Pension Plan Investment Board.

Nicola Geary (Toronto 2005-2011 and 2013-2016) is now a Partner at Cassels, Brock & Blackwell LLP.

Rochelle Graub (Toronto 2005-2009) is now Assistant General Counsel at Ernst & Young.

Marie-Pierre Grenier (Québec City 2009-2012) moved to Control Risks in Singapore as Associate Director, Integrity Risk Consulting for the Asia Pacific.

Fleur Heck (Vancouver 2011 – 2016) has joined Teck Resources Limited as corporate counsel.

Fayyaz Karmali (Vancouver 2009 – 2010 and 2011 –2015), has moved to Ledcor.

Stéphanie Lee (Montréal 2003-2016) joined Desjardins General Insurance in February.

Isabelle Marcoux (Montréal 1995-1997) is Chair of Transcontinental and has been awarded the Médaille d'honneur by the Quebec National Assembly.

Elder Marques (Toronto 2003-2016) has become Chief of Staff to the Minister of Innovation.

George Maziotis (Montréal 2000-2016) is now Director, Corporate Development and General Counsel of Valtech.

Emily Ng (Toronto 2011-2016) is Legal Counsel at The Center for Addiction and Mental Health.

Graeme Norwood (Toronto 2013-2016) joined Chitiz Pathak LLP as an Associate.

Nicole Springer (Calgary 2003-2006) was appointed Senior Vice President, Corporate Services at Oyre Technologies Ltd.

Pat Squire (Toronto 2001-2005) founded True Path Law Firm.

Tim Stewart (Toronto 2005-2012) has become Head of Regulatory Compliance at HSBC.

Lorna Telfer (Montréal 1978-2010) retired as EVP Legal from Ivanhoé Cambridge and was named Chair of SAAQ.

Andrew Wilkinson (Vancouver 2006-2013) has been appointed British Columbia Minister of Advanced Education.

Stephanie Yarmo (Toronto 2010-2016) is Legal Counsel at Independent Electricity System Operator (IESO).

ALUMNI SNAPSHOTS



Philippe Boivin was with McCarthy Tétrault from 1994 to 2009 in Québec City. He is currently vice-president, corporate affairs at INO (the National Optics Institute), which develops industrial optics and photonics solutions.

What is your fondest memory of your time with McCarthy Tétrault?

Philippe Boivin
Vice-President,
INO
Québec

I have so many, it is difficult to pick one. I would say the collegiality and friendship, both at work and during social activities. It was like any great sports team, you need a good spirit and to be a team player to succeed.

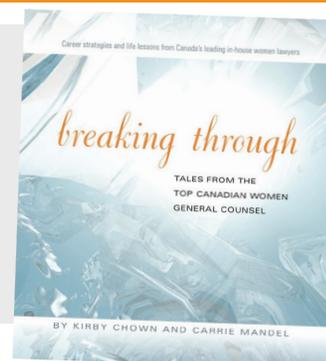
If you could give a piece of advice to yourself as a junior lawyer, what would it be?

Be curious. Explore different mandates and don't focus too quickly. I had the opportunity to start in litigation before practicing tech and IP law. General knowledge of different areas really helped me build the skills necessary for M&A transactions and for my role at INO. As general counsel, you have to face and solve a variety of problems. A diversified background allows you to quickly identify a problematic situation and take the appropriate action.

What do you see as the biggest challenge facing tech companies today?

I think the challenges are different for a start-up than established companies. One common challenge is knowledge management, especially for a service tech business like INO. A tech company's main "assets" are its employees. Employees are the creative force that brings innovation to life, and attracting and keeping talented people is a challenge. In a knowledge economy, "knowing what we know" is a competitive advantage and improves the effectiveness of a company.

Check out **Breaking Through: Tales from the Top Canadian Women General Counsel**, co-authored by **Kirby Chown**, former McCarthy Tétrault Ontario Regional Managing Partner, and **Carrie Mandel**.



Helping shepherd digital transformation

This Vancouver alum has become an executive leader with a strong team developing the digital chapter of a nearly 60-year-old company.

When **Darren Watt** summered at McCarthy Tétrault's Vancouver office in 1998, now-ubiquitous technologies like the Internet and mobility were only starting to upend the business landscape. Eighteen years later he's part of the strategic executive team transforming a more than half-century-old auctioneer of construction and agricultural equipment into a leader in the digital economy.

Watt articulated at McCarthy Tétrault in 1999 and worked as an associate from 2000 until 2004, when he moved client-side to Ritchie Bros. Auctioneers as its first in-house counsel. The company, founded in 1958 in Kelowna, B.C. by three brothers, had gone public in 1998, and Watt got to know the company shortly after through his work with the firm.

"I had a window, and already had a pretty good understanding of the people and what the company was doing," says Watt, now corporate secretary and general counsel at Ritchie Bros. "I brought from McCarthy Tétrault the team element; the ability to work as a team player and to focus on what needed to be done."

It's that sense of teamwork and camaraderie that Watt remembers most. "I formed deep relationships with other young lawyers at the firm. It was really my first office experience," he says. "It was one of those environments where we worked really hard, but we also played hard."

In particular, he recalls the late nights working on closings with others in the securities group. "I remember being very proud to be part of such an amazing team of people—impressively smart people."

"And it wasn't just what they did as individuals," he reiterates, "But coming together as a team."

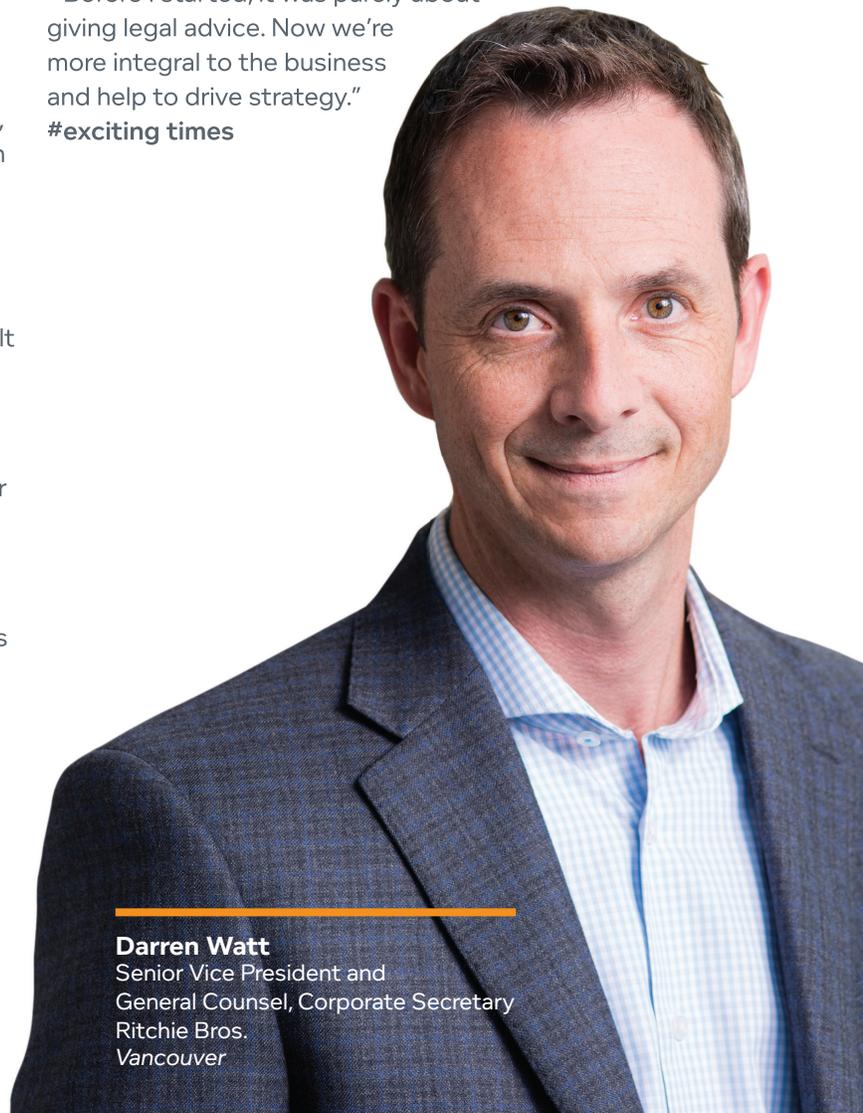
Today he's proud of his own team, the five lawyers and one paralegal who serve Ritchie Bros. The business has been transitioning from one in which customers would physically travel to auction locations into one in which as much as 50 percent of business is conducted online. It is also transitioning from a single-channel to multi-channel deliverer of industrial equipment.

"What I'm really proud of is that the legal department is seen as a growth driver."

"Like any company, Ritchie Bros. has had to react to the digital era and evolve. Eighteen months ago we had a complete leadership change, and I've been fortunate enough to have been made part of the new executive team that's shepherding the company through this transformation."

"Before I started, it was purely about giving legal advice. Now we're more integral to the business and help to drive strategy."

#exciting times



Darren Watt
Senior Vice President and
General Counsel, Corporate Secretary
Ritchie Bros.
Vancouver

Let the Sun Shine In

Innovative new office designs foster collaboration and share natural light.



When McCarthy Tétrault moved Vancouver and Québec City offices last year, the firm took the opportunity to re-think the workplace.

Eschewing the traditional hierarchical layout, the company embraced innovative designs to foster creativity, productivity and flexibility. “The primary driver was to be more connected and more collaborative,” says David Frost, Partner in the Vancouver office. “We had a blank slate and wanted to create a fully-inclusive environment where everyone feels connected and can see outside; everyone is on the same plane.”

All office spaces in Vancouver sport identical furnishings and window access, an approach applied earlier in Québec City. “Our new space is certainly a huge improvement,” says Danielle Drolet, Notary at the Québec City office. “We wanted to reduce our lease area, yet still create something more functional, effective and flexible and which promoted physical connection.”

“We wanted everyone to have natural light and improved air quality,” she says. “It’s amazing how much light people have now and how they are smiling about it.”

See-through glass offices better promote McCarthy Tétrault values, Frost points out. “We have an open door policy, but it used to be if you wanted to close yourself off you could,” Frost says. “Not anymore.”

And the new environments are also good for the environment. “We’re eco-friendlier now, and not just in the lighting and plants department,” Frost notes, pointing to a beautiful living wall of plants on the 24th floor of the Vancouver office. “We’ve also expanded our recycling, moved to be more paperless, and the new office is in a LEED-certified building.”

The firm held open consultations with various partners to get feedback on the open-concept before instituting it. Both offices have been used by clients and real estate professionals as showpieces on just what can be achieved through thoughtful, innovative workplace design. But in the end it’s all about the teamwork.

“You feel more part of the firm,” Frost says. “You will see dozens and dozens of colleagues every day because of how the offices are configured.”

“There’s *real* connectivity.”

FOOD FOR THOUGHT

Peckish Toronto alumni visiting their old haunt might be surprised by gastronomical grandeur surpassing the city’s biggest hotels and entertainment venues.

When McCarthy Tétrault moved into its Toronto offices back in 1966, food service was minimal, says conference center manager Tony Brown.

“Twice a day, a cart with coffee and treats would be pushed around the floor, a bell would be rung and people would come running.”

Five decades and four major changes later, food service at McCarthy Tétrault has evolved into a completely different animal. In the early ‘80s, the addition of a kitchen allowed for simple sandwiches, salads and the “famous McCarthy Cookies.”* In 2005, Brown joined the firm and the evolution began: starting with hot meals consisting of, for example, baked chicken, veggies, green salad, and dessert being served.

A new client conference centre in Toronto 2008—and the commercial kitchen built alongside it—created an environment ripe for further change. “With a greater range of options, we truly began



to offer hotel-style service to our guests and staff. Everything was prepared on site; we even baked our own bread.” Some days 1200 of those ever-popular cookies were devoured or shared as gifts.

In 2014 the client focus took on a new meaning. “Instead of bringing food to the clients, we

decided to bring clients to the food, and the central buffet was born,” Brown says. Met with some initial skepticism—lawyers are tough to please!—the proof is now in the pudding: by the end of this year, the firm will have hosted more than 13,000 meetings, prepared more than 18,000 catering orders and served about 97,000 hungry individuals in the Toronto office alone.

“The fresh fruits and vegetables, and the variety of tempting dishes really got our clients talking and, more importantly, coming back,” Brown says. “Food is primal. It brings people together. It calms frayed nerves during tense moments.”

“Do I exploit that? You bet I do, and with great success.”

*The secret: the cookies are baked fresh daily, and in the mid-afternoon a plate is warmed up to give that gooey, fresh-out-of-the-oven feel. (Don’t tell.)

WHERE IN THE WORLD IS MCCARTHY TÉTRAULT?

From advising on the development of educational facilities throughout Senegal, to helping Guyana bring competition and modernization to its telecom sector, to providing counsel on power generation across Zimbabwe, McCarthy Tétrault is everywhere.

Find out what our lawyers are up to around the world using our recently launched project map at www.mccarthy.ca.



ALUMNI SNAPSHOTS



Michele Hollins, Q.C., was with McCarthy Tétrault from 1993 to 2001 in Calgary. She is currently a partner at Dunphy Best Blocksom LLP, a past president of the CBA, and received her Queen’s Counsel designation in 2008.

What is your fondest memory of McCarthy Tétrault?

The people. We were a very close group. That sense of support and community was really important, especially given

Michele Hollins
Partner,
Dunphy Best Blocksom LLP
Calgary

that we were new to the practice. We looked out for each other and have maintained those friendships.

What do you see as the biggest challenge facing the legal profession?

This may sound like a rote answer, but it’s the intransigence of the profession; our often unwillingness to do things differently. The world is changing, but many of us still work and deal with clients in a dated way. That’s not innovation. People aren’t opposed to change, but our time pressures make it hard to embrace.

What would you describe as your most rewarding experience as CBA President?

The most rewarding experience was having the platform to speak about mental health issues. We were able to make it a priority, and it was incredibly well received. A lot of people relate. Mental health is clearly a prevalent issue in the profession.

Why do you believe raising awareness and providing education regarding mental health issues is so important, particularly for lawyers?

I went through a period of major depression for about a year and a half. I was extremely lucky to have support, but even still I struggled with it a lot longer than I needed to and it delayed my recovery for a very long time.

The stigma is real. It’s difficult to say, “Have confidence in me,” when you are struggling to do everyday tasks. But it’s also the fact that we are often problem solvers and very goal-oriented. So I would lecture myself instead of recognizing that I was hurting and needed help.

We need to talk with our friends or colleagues. There’s no reason to run around in circles in our own little world. If we can remove the stigma, than we can stop depression, stress and anxiety from cutting short a lot a legal careers and healthy, prosperous lives.



BLANCHARD AT THE UN

Who needs elbow room when collaboration is this good?

ALUMNI SNAPSHOTS



Kristyn Annis
General Counsel,
JCM Capital
Toronto

Kristyn Annis was with McCarthy Tétrault from 2007 to 2012 in Toronto. She is currently general counsel at JCM Capital, a Canadian-based renewable energy company that focuses on the development, construction and ownership of clean power projects in Sub-Saharan Africa and Latin America.

What is your fondest memory of your time with McCarthy Tétrault?

It's definitely the people. The energy team at McCarthy's is great and top of their class, and I had the pleasure of working with **Seán O'Neill, Suzanne Murphy, Michael Weizman, David Lever, George Vegh** and many others while at McCarthy Tétrault... and there was also cross-over with other teams such as project finance and litigation.

If you could give a piece of advice to yourself as a junior lawyer, what would it be?

Do what you love. If there's something you like particularly (and for me that was the energy sector),

your passion will translate into success.

What is the biggest challenge organizations face when wrestling with their energy footprint?

At a macro level, it's transitioning to a market that is representative of the true cost of energy. That cost/benefit analysis of our energy footprint is valuable, because then it can be properly priced and you can make the right investments in the right areas. Including the costs of externalities like pollution and security is essential in evaluating where we should invest.

Looking to augment your legal team with some of the best and brightest?

Contact **Janet Hoyt**, head of the McCarthy Tétrault Career Advancement Office (CAO).



Stay in touch with McCarthy Tétrault and your alumni network by registering on our web portal at www.mccarthy.ca/alumni.aspx.

What have you been up to since you left McCarthy Tétrault? Email your news, moves, and announcements to natalumni@mccarthy.ca.

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McCarthy Tétrault Connect

Connect is a newsletter for the McCarthy Tétrault community – our lawyers, our clients, our alumni. McCarthy Tétrault Connect is available both in print and online at www.mccarthy.ca/alumni.aspx

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FOCUS ON ALTERNATIVE FEE ARRANGEMENTS

More than
40%

of our work is now done on alternative fee arrangement models.